

MANAGING DIRECTOR

The Managing Director is the Chief Administrative Officer of the City of Reading responsible to the Mayor for the Administration of all City affairs. The Managing Director provides leadership in effectively implementing the legislative policy of the City Council; lead the development and administration of strategic plans, organizational work plans, and special programs aligned with priorities established by the governing body and the community; formulate and oversee fiscal plans that allocate current and future resources in accordance with Mayor direction; and systematically monitor and report on performance and progress to ensure accountability and to attain desired outcomes. The Managing Director, in concert with the Mayor, is committed to:

- ** Creating an environment where the organization listens to all its customers.
- ** Aligning resources compatible with the Mayor's four strategic priorities of neighborhoods, safety, redevelopment, and financial performance.
- ** Establishing organizational structure that enables superior performance
- ** Creating the business and operational systems that maximize the City's resources.
- ** Develop business and operational plans that utilize existing resources, maximize coordination across departmental lines, and achieves real results.

STRATEGIC ISSUES

There are significant strategic issues facing the City of Reading over the next decade. The City is positioned to take advantage of existing resources and infrastructure, including a political commitment and diverse community ready to embrace positive change.

- ** **Stronger Neighborhoods.** The Managing Director's Office oversees the coordination and cross-departmental implementation of great neighborhoods. These neighborhoods are generally defined as safe, clean, void of nuisances, and functioning on a human scale.
- ** **Public Safety.** The Managing Director's Office will spearhead a coordinated effort among all City departments and the Reading community to achieve actual and perceived safety. These efforts will have particular focus on walking beats, taking back public spaces, eradicating nuisances, and community building by all the sectors of the community. The Managing Director's Office continues to support police efforts to identify neighborhoods for zero tolerance, targeting street level drug dealers and panderers.

- ** Emphasize **redevelopment** by improving the physical appearance of the community through increased code enforcement, rehabilitation/demolition of deteriorated structures, appropriate public investment and compelling urban design.
- ** **Finances.** Turnaround the City's financial performance with traditional, commonsense practices for the operating budget, capital planning, and daily financial management. The goal is to eliminate the past deficits and restructure expenditures versus revenues in order to produce a balanced budget.

PROGRAM 1: Administration

The Managing Director is appointed by the Mayor with the approval by the City Council and serves as the Chief Administrative Officer. The Managing Director directs and supervises the administration of all departments, offices and agencies of the City. The Managing Director enforces the provisions of the City Charter and all ordinances, resolutions and motions of City Council.

PROGRAM 2: Budget Preparation

The Managing Director also coordinates the preparation of the annual operating and capital improvement budgets for submittal to the Mayor. The Managing Director is responsible for directing and supervising labor negotiations, coordinating intergovernmental relations and responding to complaints and service requests.

PROGRAM 3: Human Relations Commission

The City's Human Relations Office, charged with assisting the Human Relations Commissioners in the performance of its duties under the City's discrimination ordinance, reports to the Office of the Managing Director.

PROGRAM 4: Information Technology

The City's Information Technology Division which plans, acquires, installs and supports information technology systems for all departments of the City of Reading reports to the Office of the Managing Director.

PROGRAM 5: Codes Department

The City's Codes Department, responsible for enforcing all of the health-related Ordinances, Pre-Settlement Review inspections, all other applicable Ordinances, reports to the Office of the Managing Director.

FY 2007

**PROGRAM
GOALS AND OBJECTIVES**

**GOAL 1: PROVIDE THE PHYSICAL AND HUMAN INFRASTRUCTURE TO
SUPPORT BETTER FUNCTIONING NEIGHBORHOODS.**

- Objective 1: Assess the organization's ability to re-deploy its services on a neighborhood/sector basis. Assist these resources in developing criteria for acceptable performance and an accountability system.
- Objective 2: Support City functions with the objective of positively controlling public spaces through enhanced litter pickup, graffiti removal, and better lighting resulting in increased use of legitimate activity.
- Objective 3: Support the Police Department's objective of increased foot patrols and relationship building in all neighborhoods.
- Objective 4: Identify the appropriate resources to ensure neighborhood community building efforts are properly supported.
- Objective 5: Reduce nuisance complaints by 50% by July 1, 2007.

**GOAL 2: SPEARHEAD A COORDINATED EFFORT TO ACHIEVE REAL AND
PERCEIVED SENSE OF SAFETY AMONG CITY RESIDENTS.**

- Objective 1: Implement the reallocation of resources necessary to achieve success of VIPER.
- Objective 2: Use written, electronic, and mass media opportunities to communicate the City's actions and progress in reducing crime.

**GOAL 3: SUPPORT THE REDEVELOPMENT PROCESSES THROUGHOUT
THE CITY OF READING.**

- Objective 1: Identify the City's most dilapidated housing and establish a schedule for their demolition.
- Objective 2: Create concept plans for pertinent brownfield sites in the City, and begin the marketing process.

GOAL 4: RESTORE FINANCIAL INTEGRITY TO THE CITY OF READING.

- Objective 1: Re-shape the City's revenues to conservative, predictable levels via a 5-year forecast.
- Objective 2: Complete adjustments in expenditures within conservatively projected revenues for the City and implement as part of the FY 2007 Budget Process.
- Objective 3: Complete the elimination of the City's cumulative deficit in 2007.

GOAL 5: INITIATE THE ORGANIZATIONAL RENEWAL PROCESS.

- Objective 1: Communicate the status of the City to every employee on a regular basis through written, electronic, and small group discussions. Assist departments in their creation of internal groups for rethinking their work.
- Objective 2: Create a parallel process with all collective bargaining groups for the rethinking of the City's work.
- Objective 3: Develop cross-functional teams based on the City's strategic priorities. Assist them in developing business plans with goals, objectives, resource and time commitments, and accountability.

Expenditures	2005 Actual	2006 Budget	2007 Budget
Personnel	187,671	188,799	184,739
Operating	17,846	17,600	37,864